



Feedback Results  
Your CompanyName Here  
2026

Sample Employee

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Results Generated by HR-Survey

April 2026

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

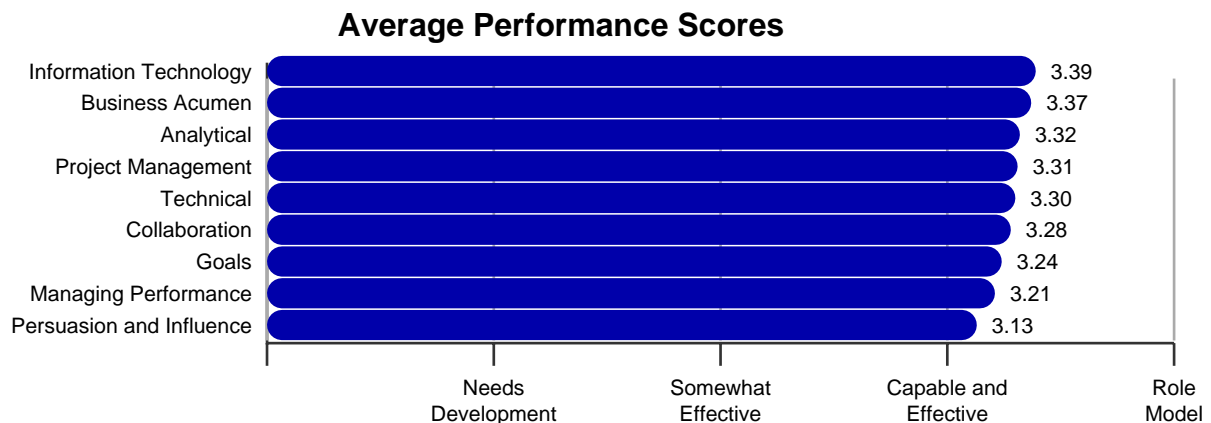
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

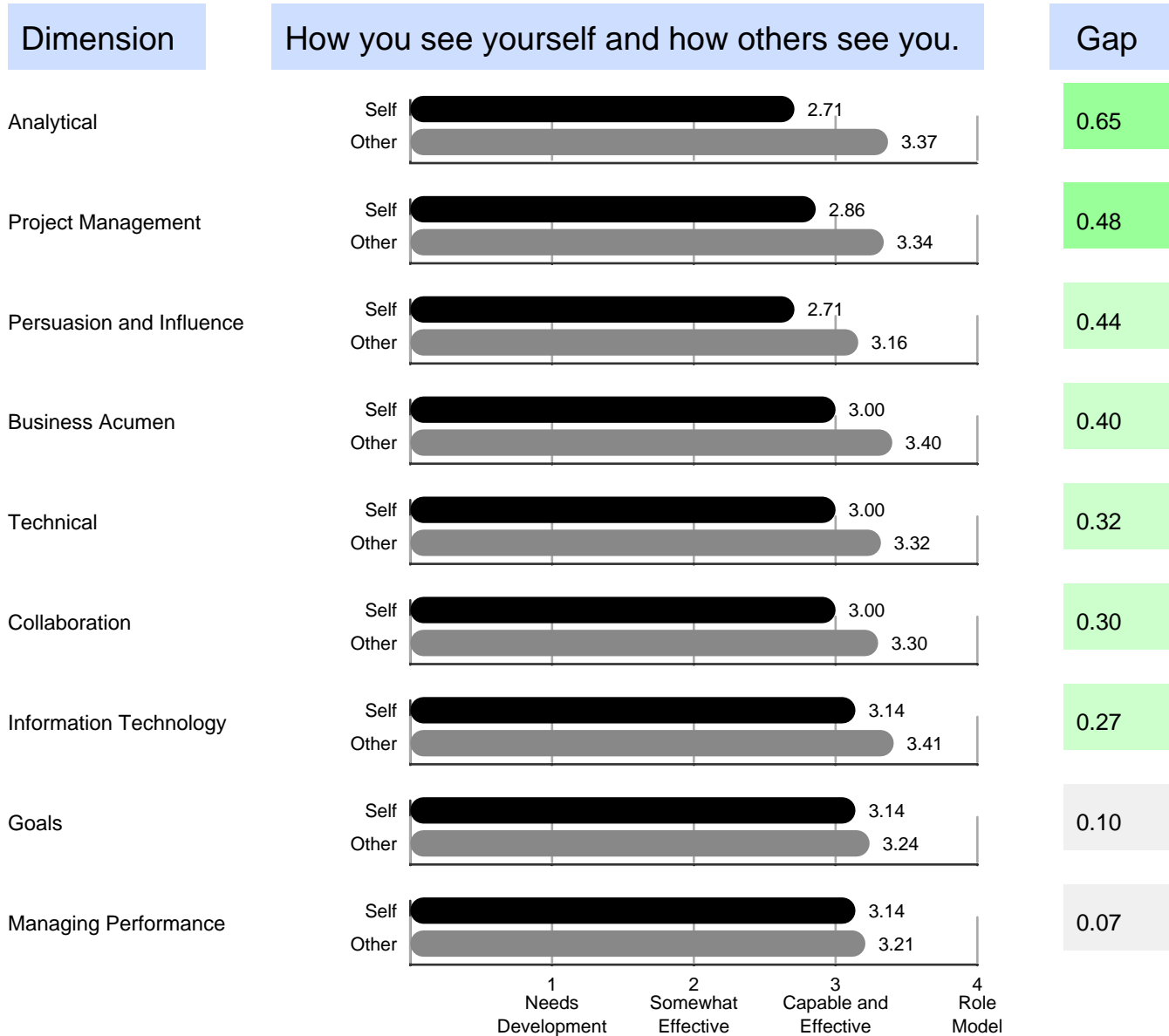
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## Information Technology

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Delivers high quality IT services for the organization.	15	3.20	93.3	7%	67%	27%	
2. Knows how to develop and execute unit, integration, and acceptance tests to ensure reliability and performance.	15	3.87	100.0	13%	87%		
3. Ensures that critical system knowledge (such as configurations, integrations, and architectural decisions) is documented and accessible so the team is never dependent on a single expert.	15	3.33	93.3	7%	53%	40%	
4. Maintains a data operating model that maps where data originates, how it moves through systems, and how it supports business processes.	15	3.60	93.3	7%	27%	67%	
5. Provides users with status updates and expected resolution timelines.	15	3.33	93.3	7%	53%	40%	
6. Relies on risk-management checklists to guide the development of IT controls that maintain system stability and reduce operational risk.	15	3.20	93.3	7%	60%	33%	
7. Conducts root-cause analysis of issues and coordinate the necessary technical actions, resources, and teams to implement effective solutions.	15	3.20	86.7	13%	53%	33%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
1. Delivers high quality IT services for the organization.	3.29	3.20	-0.09 ▼
2. Knows how to develop and execute unit, integration, and acceptance tests to ensure reliability and performance.	3.65	3.87	+0.22 ▲
3. Ensures that critical system knowledge (such as configurations, integrations, and architectural decisions) is documented and accessible so the team is never dependent on a single expert.	3.18	3.33	+0.16 ▲
4. Maintains a data operating model that maps where data originates, how it moves through systems, and how it supports business processes.	3.41	3.60	+0.19 ▲
5. Provides users with status updates and expected resolution timelines.	3.24	3.33	+0.10 ▲
6. Relies on risk-management checklists to guide the development of IT controls that maintain system stability and reduce operational risk.	3.24	3.20	-0.04 ▼
7. Conducts root-cause analysis of issues and coordinate the necessary technical actions, resources, and teams to implement effective solutions.	3.41	3.20	-0.21 ▼

### Comments:

- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
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He strives for self improvement and is heavily invested in the same for others.

- \_\_\_\_\_'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_\_\_, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- He is someone that has proven he can be trusted to do what is right.

## Business Acumen

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Weighs alternatives and selects practical solutions.	15	3.40	93.3	7%	47%	47%	
9. Meets with customers to gain insights into their core needs and how to strategically serve them.	15	3.47	93.3	7%	40%	53%	
10. Possesses a clear grasp of the company's financial indicators.	15	3.47	93.3	7%	40%	53%	
11. Considers impact of actions on other areas of the organization.	15	3.53	100.0		47%	53%	
12. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	3.27	100.0		73%	27%	
13. Implements long-term strategic solutions to critical problems.	15	3.33	100.0		67%	33%	
14. Can effectively interpret and analyze data.	15	3.13	86.7	13%	60%	27%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
8. Weighs alternatives and selects practical solutions.	3.24	3.40	+0.16 ▲
9. Meets with customers to gain insights into their core needs and how to strategically serve them.	3.18	3.47	+0.29 ▲
10. Possesses a clear grasp of the company's financial indicators.	3.35	3.47	+0.11 ▲
11. Considers impact of actions on other areas of the organization.	3.47	3.53	+0.06 ▲
12. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	3.47	3.27	-0.20 ▼
13. Implements long-term strategic solutions to critical problems.	3.35	3.33	-0.02 ▼
14. Can effectively interpret and analyze data.	3.18	3.13	-0.04 ▼

### Comments:

- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- He is quick to remind others, when needed why we are really here.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for \_\_\_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- \_\_\_\_\_ is the best employee the department has employed.
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

## Project Management

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Encourages open communication among team members, helping them share updates, concerns, and ideas that strengthen project execution.	15	3.07	80.0	20%	53%	27%	
16. Assigns project roles to the team members.	15	3.40	93.3	7%	47%	47%	
17. Implements risk mitigation strategies to help move the project to successful completion.	15	3.27	93.3	7%	60%	33%	
18. Translates complex project details into clear, actionable messages so team members and stakeholders understand expectations, risks, and next steps.	14	3.00	92.9	7%	79%	14%	
19. Communicates the results of the project, at the conclusion, to all stakeholders.	15	3.47	100.0		53%	47%	
20. Acquires and allocates internal and external resources needed for the project.	15	3.40	93.3	7%	47%	47%	
21. Builds confidence and capability by coaching team members, providing constructive feedback, and developing employee skills.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
15. Encourages open communication among team members, helping them share updates, concerns, and ideas that strengthen project execution.	3.00	3.07	+0.07 ▲
16. Assigns project roles to the team members.	3.65	3.40	-0.25 ▼
17. Implements risk mitigation strategies to help move the project to successful completion.	3.47	3.27	-0.20 ▼
18. Translates complex project details into clear, actionable messages so team members and stakeholders understand expectations, risks, and next steps.	3.12	3.00	-0.12 ▼
19. Communicates the results of the project, at the conclusion, to all stakeholders.	3.59	3.47	-0.12 ▼
20. Acquires and allocates internal and external resources needed for the project.	3.29	3.40	+0.11 ▲
21. Builds confidence and capability by coaching team members, providing constructive feedback, and developing employee skills.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- \_\_\_\_\_ is a team player and effective in his role.
- \_\_\_\_\_ has excellent communication skills.
- \_\_\_\_\_

He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.

- \_\_\_\_\_ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.

## Analytical

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Checks that the information is both precise and up-to-date.	15	3.00	80.0	20%	60%	20%	
23. Establishes connections between different pieces of information to see the bigger picture.	15	2.87	80.0	20%	73%	7%	
24. Measures and assesses the potential loss in value of a portfolio under normal market conditions.	15	3.47	100.0		53%	47%	
25. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	15	3.67	100.0		33%	67%	
26. Gathers information from a variety of sources.	15	3.40	93.3	7%	47%	47%	
27. Evaluates evidence impartially, especially when it challenges existing beliefs or ideas.	15	3.33	93.3	7%	53%	40%	
28. Analyzes data to meet the needs of clients.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
22. Checks that the information is both precise and up-to-date.	3.00	3.00	
23. Establishes connections between different pieces of information to see the bigger picture.	2.88	2.87	-0.02 ▼
24. Measures and assesses the potential loss in value of a portfolio under normal market conditions.	3.00	3.47	+0.47 ▲
25. Evaluates evidence objectively, regardless of whether it supports or contradicts current ideas.	3.76	3.67	-0.10 ▼
26. Gathers information from a variety of sources.	3.53	3.40	-0.13 ▼
27. Evaluates evidence impartially, especially when it challenges existing beliefs or ideas.	3.12	3.33	+0.22 ▲
28. Analyzes data to meet the needs of clients.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- \_\_\_\_\_ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- \_\_\_\_\_ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- He communicates well to all staff and we know what is expected of us.
- I can depend on him with whatever is needed.

## Technical

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Participates in technical communities, webinars, and forums to stay informed on industry developments.	15	3.67	100.0	33%	67%		
30. Integrates technical roadmaps with broader operational or product strategies.	15	3.33	100.0		67%	33%	
31. Assigns tasks based on assessed technical proficiency to ensure work is completed efficiently.	15	3.20	86.7	13%	53%	33%	
32. Designs and delivers technical workshops tailored to team needs and skill gaps.	15	3.40	100.0		60%	40%	
33. Implements technical standards and benchmarks to maintain a competitive edge in the industry.	15	3.20	86.7	13%	53%	33%	
34. Adapts emerging tools and platforms to meet evolving business needs.	15	3.27	93.3	7%	60%	33%	
35. Engages in peer learning by shadowing experts or participating in cross-functional technical reviews.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
29. Participates in technical communities, webinars, and forums to stay informed on industry developments.	3.59	3.67	+0.08 ▲
30. Integrates technical roadmaps with broader operational or product strategies.	3.41	3.33	-0.08 ▼
31. Assigns tasks based on assessed technical proficiency to ensure work is completed efficiently.	3.18	3.20	+0.02 ▲
32. Designs and delivers technical workshops tailored to team needs and skill gaps.	3.35	3.40	+0.05 ▲
33. Implements technical standards and benchmarks to maintain a competitive edge in the industry.	3.18	3.20	+0.02 ▲
34. Adapts emerging tools and platforms to meet evolving business needs.	2.88	3.27	+0.38 ▲
35. Engages in peer learning by shadowing experts or participating in cross-functional technical reviews.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- \_\_\_\_\_ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.

## Collaboration

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Has the confidence and trust of other partners.	15	3.20	93.3	7%	67%	27%	
37. Builds strong interpersonal relationships for more effective collaboration.	15	3.27	93.3	7%	60%	33%	
38. Readily shares information with other group members.	15	3.27	86.7	13%	47%	40%	
39. Communicates decisions, changes, and expectations promptly so the team can adjust and stay aligned.	15	3.13	86.7	13%	60%	27%	
40. Creates an environment of open and transparent communication.	15	3.40	93.3	7%	47%	47%	
41. Is a trustworthy and credible partner.	15	3.33	93.3	7%	53%	40%	
42. Shares information with others.	15	3.33	93.3	7%	53%	40%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
36. Has the confidence and trust of other partners.	3.18	3.20	+0.02 ▲
37. Builds strong interpersonal relationships for more effective collaboration.	3.35	3.27	-0.09 ▼
38. Readily shares information with other group members.	3.24	3.27	+0.03 ▲
39. Communicates decisions, changes, and expectations promptly so the team can adjust and stay aligned.	3.59	3.13	-0.45 ▼
40. Creates an environment of open and transparent communication.	3.29	3.40	+0.11 ▲
41. Is a trustworthy and credible partner.	3.29	3.33	+0.04 ▲
42. Shares information with others.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_\_\_ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- He provides essential data in order to help explain decisions.
- One of the main reasons I am here is because of \_\_\_\_\_.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_\_\_ can.

## Managing Performance

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
43. Conveys expectations for meeting performance metrics.	15	3.13	86.7	13%	60%	27%	
44. Collaborates with the employee to identify root causes of performance gaps and incorporates those insights into a tailored improvement plan.	15	3.00	86.7	13%	73%	13%	
45. Ensures employees understand their performance expectations.	15	3.53	100.0		47%	53%	
46. Assigns additional responsibilities to facilitate internal employee promotions.	15	3.00	86.7	13%	73%	13%	
47. Conducts objectives and key results (OKR) assessments on a quarterly basis.	15	3.20	93.3	7%	60%	33%	
48. Uses increased responsibility as a structured development tool, aligning new duties with the employee's long-term career path and readiness.	15	3.20	93.3	7%	67%	27%	
49. Identifies specific actions to be addressed through the remediation plan.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
43. Conveys expectations for meeting performance metrics.	3.35	3.13	-0.22 ▼
44. Collaborates with the employee to identify root causes of performance gaps and incorporates those insights into a tailored improvement plan.	3.18	3.00	-0.18 ▼
45. Ensures employees understand their performance expectations.	3.35	3.53	+0.18 ▲
46. Assigns additional responsibilities to facilitate internal employee promotions.	3.24	3.00	-0.24 ▼
47. Conducts objectives and key results (OKR) assessments on a quarterly basis.	3.00	3.20	+0.20 ▲
48. Uses increased responsibility as a structured development tool, aligning new duties with the employee's long-term career path and readiness.	3.18	3.20	+0.02 ▲
49. Identifies specific actions to be addressed through the remediation plan.	3.35	3.40	+0.05 ▲

### Comments:

- The only area I feel \_\_\_\_\_ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- As noted in the comments above, \_\_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.

- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

## Persuasion and Influence

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
50. Responds to challenges with composure, modeling emotional steadiness during uncertainty or conflict.	15	3.13	80.0	7% 13%	40%	40%	
51. Persuades others to consider alternative points of view.	14	3.14	92.9	7%	71%		21%
52. Maintains a high personal and professional reputation.	14	3.21	85.7	14%	50%		36%
53. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	15	3.27	86.7	13%	47%		40%
54. Encourages employees to experiment with new approaches by highlighting how other industries or teams have successfully tackled similar challenges.	15	3.13	86.7	13%	60%		27%
55. Ensures stakeholders are involved in the decision-making process.	15	3.07	86.7	13%	67%		20%
56. Regularly celebrates progress toward the vision, reinforcing momentum and belief in the journey.	15	2.93	73.3	27%	53%		20%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
50. Responds to challenges with composure, modeling emotional steadiness during uncertainty or conflict.	3.29	3.13	-0.16 ▼
51. Persuades others to consider alternative points of view.	3.24	3.14	-0.09 ▼
52. Maintains a high personal and professional reputation.	3.06	3.21	+0.16 ▲
53. Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.	3.59	3.27	-0.32 ▼
54. Encourages employees to experiment with new approaches by highlighting how other industries or teams have successfully tackled similar challenges.	2.94	3.13	+0.19 ▲
55. Ensures stakeholders are involved in the decision-making process.	2.88	3.07	+0.18 ▲
56. Regularly celebrates progress toward the vision, reinforcing momentum and belief in the journey.	2.88	2.93	+0.05 ▲

### Comments:

- \_\_\_\_\_ makes great hiring choices. he is clear on what needs to be done.
- Loyalty. Willingness to get it right.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He sets a good example for personal growth.
- \_\_\_\_\_ is able to problem solve very well.
-

\_\_\_\_\_ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.

## Goals

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
57. Understands the reasons for assigned goals.	15	3.20	93.3	7%	67%	27%	
58. Monitors the completion of tasks and milestones against the timeline.	15	3.20	93.3	7%	67%	27%	
59. Reprioritizes goals when organizational needs shift, ensuring effort is focused where it will have the greatest impact.	15	3.13	93.3	7%	67%	27%	
60. Recognizes each person's strengths and needs to foster a collaborative environment for achieving shared goals.	15	3.20	93.3	7%	67%	27%	
61. Aids and facilitates attainment of departmental goals.	15	3.47	100.0		53%	47%	
62. Establishes goals that guide towards continuous growth and improvement.	15	3.27	93.3	7%	60%	33%	
63. Maintains clarity on which goals require immediate attention and which can be advanced incrementally over time.	15	3.20	86.7	13%	53%	33%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
57. Understands the reasons for assigned goals.	3.18	3.20	+0.02 ▲
58. Monitors the completion of tasks and milestones against the timeline.	3.24	3.20	-0.04 ▼
59. Reprioritizes goals when organizational needs shift, ensuring effort is focused where it will have the greatest impact.	3.18	3.13	-0.04 ▼
60. Recognizes each person's strengths and needs to foster a collaborative environment for achieving shared goals.	3.47	3.20	-0.27 ▼
61. Aids and facilitates attainment of departmental goals.	3.29	3.47	+0.17 ▲
62. Establishes goals that guide towards continuous growth and improvement.	3.35	3.27	-0.09 ▼
63. Maintains clarity on which goals require immediate attention and which can be advanced incrementally over time.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- Each member feels they are a part of the team and knows their contribution is valued.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
-

He encourages teammates more as a peer than a coach.

- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- \_\_\_\_\_ is highly professional in his everyday work.
- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Positive attitude.

### What do you like best about working with this individual?

- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ teams with others to improve communication and process.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- Our desire to improve loss rates has been encouraged and supported by \_\_\_\_\_.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.

### What do you like least about working with this individual?

- Establishes a culture where everyone's contribution is acknowledged and valued.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- \_\_\_\_\_ exemplifies outstanding professionalism.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He encourages individual and professional improvement and provides educational opportunities.
- He is a pleasure to work with and an asset to [CompanyName].

### What do you see as this person's most important leadership-related strengths?

- Even though he is part-time, I don't like the minimal face-to-face exposure.
- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- \_\_\_\_\_ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.
- Need to continue to take action when needed, although have improved. . .
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.

### What do you see as this person's most important leadership-related areas for improvement?

- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- He leads by example.
- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He is such a positive person and always willing to pitch in where help is needed.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss

### Any final comments?

- \_\_\_\_\_ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- \_\_\_\_\_ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He is becoming more comfortable to deliver critical feedback.
- He stays in his office, and is largely oblivious to the daily activities of customer service.